

THE INFLUENCE OF SERVICE EXCELLENCE, PRICE, AND PROMOTION ON CUSTOMER LOYALTY THROUGH CUSTOMER SATISFACTION OF GOJEK IN MAGETAN

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Abstract

The rapid advancement of digital technology has transformed the transportation industry landscape through application-based ride-sharing services. This study aims to analyze the influence of Service Excellence, Price Perception, and Promotion on Customer Loyalty, with Customer Satisfaction acting as a mediating variable among Gojek users in Magetan Regency. A quantitative approach with a causal research design was employed. The sample consisted of 200 Gojek users selected via non-probability sampling (a combination of purposive and accidental sampling). Data analysis was executed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) using SmartPLS software. Hypothesis testing results revealed that Service Excellence, Price Perception, and Promotion have significant positive effects on Customer Satisfaction. In terms of direct impacts on Customer Loyalty, only Promotion and Customer Satisfaction demonstrated significant effects, whereas Service Excellence and Price Perception had no direct significant effect. Indirect effect analysis confirmed that Customer Satisfaction plays a full mediating role in the relationships of Service Excellence and Price Perception on Customer Loyalty, and a partial mediating role in the relationship between Promotion and Customer Loyalty.

Keywords: Service Excellence, Price Perception, Promotion, Customer Satisfaction, Customer Loyalty, PLS-SEM

1. INTRODUCTION

Internet penetration in Indonesia, reaching over 79%, has driven a major shift in the online transportation industry. Digital platforms such as Gojek have disrupted conventional transportation by offering efficiency and integrated super-app services. Amid fierce digital market competition, maintaining customer loyalty has become a paramount challenge and a key to business sustainability. Loyalty is triggered by post-purchase psychological evaluation in the form of satisfaction. To achieve this, service providers must integrate three primary marketing pillars: service excellence, appropriate price perception, and persuasive promotion.

This competitive phenomenon has expanded to suburban areas like Magetan Regency. Suburban consumers typically exhibit higher price sensitivity and place greater value on interpersonal service quality. Dynamics such as peak-hour surge pricing, fleet availability constraints, and varying driver service standards raise empirical questions about how Gojek's marketing strategies maintain customer loyalty. This study posits Customer

Satisfaction as a mediating variable to bridge direct and indirect effects on Customer Loyalty among Gojek users in Magetan.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Marketing management is the art and science of choosing target markets and building long-term relationships (Kotler & Keller, 2016). Services possess distinct characteristics: intangibility, inseparability, variability, and perishability (Zeithaml et al., 2018). Service Excellence (X1) A service provider's (X1) dedicated attitude toward delivering optimal service (Barata, 2003), framed around the A6 framework: *Attitude, Ability, Appearance, Attention, Action, and Accountability*. Price Perception (X2) Consumer evaluation (X2) comparing financial/non-financial sacrifices against perceived benefits (Tjiptono, 2014), measured through affordability, competitiveness, quality matching, and benefit alignment. Promotion (X3) Activities communicating product merits to inform, persuade, and remind consumers (Kotler & Keller, 2016). Customer Satisfaction (Y1) Feelings of pleasure or disappointment resulting from comparing perceived performance against expectations (Kotler & Keller, 2016). Customer Loyalty (Y2) Non-random purchase behavior exhibited consistently over time (Griffin, 2005).

Conceptual Framework

Based on theoretical foundations and prior empirical studies, superior Service Excellence (Barata, 2003) enhances perceived service value, positively influencing Price Perception (Tjiptono, 2014) in the mind of consumers, which ultimately drives Customer Satisfaction. Compelling Promotions (Kotler & Keller, 2016) combined with excellent service quality reinforce a positive Price Perception, triggering high Customer Satisfaction (Zeithaml et al., 2018). As customers experience consistent satisfaction, they ultimately transform into loyal customers exhibiting strong Customer Loyalty (Griffin, 2005).

Given that this study employs structural path analysis via Partial Least Squares Structural Equation Modeling (PLS-SEM), the conceptual model features three independent variables (X1, X2, X3), one mediating variable (Y1), and one dependent variable (Y2), as depicted in the path network below:

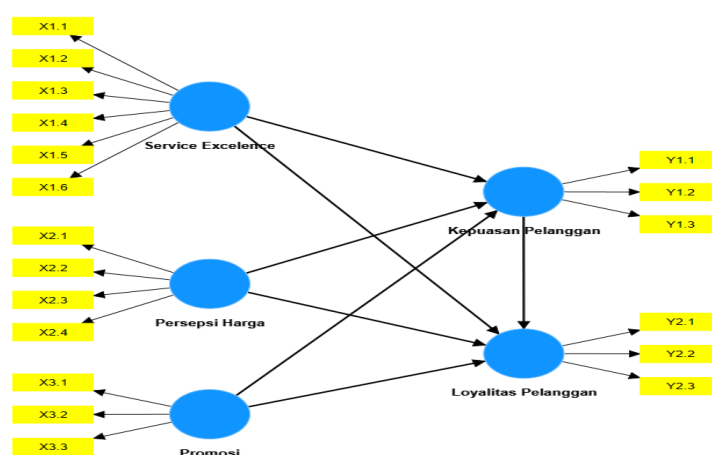


Figure 1. Conceptual Framework

3. RESEARCH METHOD

This study employs a quantitative approach with a causal (associative) research design. Causal research aims to examine whether a cause-and-effect relationship exists between two or more variables. In this study, the analysis focuses on the effects of Service Excellence (X1), Price Perception (X2), and Promotion (X3) on Customer Loyalty (Y2), mediated by Customer Satisfaction (Y1) among Gojek users in Magetan.

This research was conducted within the administrative area of Magetan Regency, East Java. This location was selected purposively considering that Magetan is a suburban region characterized by a dynamic population that exhibits high sensitivity toward both pricing and the quality of online transportation services. This study was carried out over a period of 7 (seven) months, from May to November 2026, encompassing preparation, instrument development, questionnaire distribution, data processing, and final report compilation.

The population in this study comprises all individuals residing or engaging in mobility activities in Magetan Regency who have used Gojek application services (GoRide, GoCar, GoFood). Because the exact population size cannot be determined (infinite/unknown population), sampling was conducted using a specific statistical approach. The sampling technique used in this study is Non-Probability Sampling, combining Purposive Sampling and Accidental Sampling: Purposive Sampling was applied by establishing specific criteria or characteristics for the respondents, namely: (1) Residing or actively conducting activities in Magetan Regency, (2) Aged at least 17 years old (assuming the capacity to complete the research instrument independently), (3) Having used Gojek services at least 2-3 times within the past month. Accidental Sampling was utilized to capture respondents encountered or reached by the researcher during questionnaire distribution, both online and offline. The sample size was determined following guidelines from Hair et al. (2010) for SEM analysis, which recommend multiplying the number of indicators by a constant between 5 and 10. As this study includes 19 indicators, the calculation yielded $19 \times 10 = 190$ respondents. To account for invalid questionnaires, incomplete responses, or statistical outliers, the target sample size was rounded up to 200 respondents.

3. RESULTS AND DISCUSSION

Analysis Of Respondent Characteristics

Characteristics Profile of 200 Gojek User Respondents in Magetan Gender Balanced between male (50.5% / 101 people) and female (49.5% / 99 people), showing the service is inclusive for all genders. Age Dominated by Gen Z & Millennials, with ages 17–25 years (38.5%) and 26–35 years (24.5%) being the largest users due to high mobility and fast adaptation to technology, yet remaining relevant for ages >35 years (33.5%). Occupation Productive Sector dominated by Students and Private Employees (combined 62.5%), indicating Gojek as a main support for work and educational routines. Usage Frequency: High Loyalty with the majority of respondents (68.5%) using Gojek more than 6 times a month, indicating a very high level of reliance and retention in the daily activities of the Magetan community.

Descriptive Analysis of Research Variables

This study measures 3 independent variables (13 statements) and 2 dependent variables (6 statements) using a 1–5 Likert scale, consisting of Service Excellence (X1) – 6 Indicators: In general, the Service Excellence of Gojek drivers in Magetan is rated as very good, namely Attitude (X1.1): 95.5% positive with 52.5% agreeing. Drivers are assessed as friendly, polite, and satisfying. Attention (X1.2): 97.5%. Drivers are prompt in listening to and responding to notes/special needs. Action (X1.3): 98%. Drivers are nimble and punctual. Ability (X1.4): 93%. Drivers master road routes in Magetan and drive well. Appearance (X1.5): 85%. Drivers look neat, clean, and wear official attributes. Accountability (X1.6): 75%. However, 25% selected Neutral, indicating the need for socialization regarding help/insurance features. Price Perception (X2) – 4 Indicators: The pricing strategy is assessed as highly targeted relative to the income level of the Magetan community regarding Affordability (X2.1): 87.5%. Fares are rated as affordable and in line with local purchasing power. Competitiveness (X2.2): 93.5%. Fares are highly competitive compared to other competitors in Magetan. Quality Alignment (X2.3): 92%. The price is proportional (worth it) to the quality of service. Benefit Alignment (X2.4): 96%. The benefits of convenience and time efficiency exceed the costs incurred. Promotion (X3) – 3 Indicators: Promotion effectiveness shows an imbalance between the appeal of promotions and their communication channels regarding Informing (X3.1): 67%. There are obstacles regarding the transparency of terms & conditions (T&C) as well as promo quota limitations in small regions. Persuading/Influencing (X3.2): 86%. Discount/cashback programs are highly attractive and effective in encouraging service usage. Reminding (X3.3): 73%. The promo reminder/notification feature on mobile phones is not yet optimal or is often ignored. Customer Satisfaction (Y1) – Intervening Variable, namely Feelings of Pleasure (Y1.1): 93%. Gojek services have successfully created high emotional satisfaction for users in Magetan

Evaluation of the Measurement Model (Outer Model) and Structural Model (Inner Model):

Evaluation of the Measurement Model (Outer Model) (1) Convergent Validity: All indicators (X1, X2, X3, Y1, Y2) have loading factor values ranging from 0.880 to 0.948 (far exceeding the minimum threshold of 0.70), thus all indicators are declared VALID. All latent variables have AVE values above 0.70 (ranging from 0.797 to 0.888). This proves that more than 50% of the indicator variance can be explained by their respective latent constructs, (2) Discriminant Validity: Cross Loading testing shows that the correlation value of each indicator to its own construct is significantly higher than its correlation to other constructs, thereby satisfying the discriminant validity criteria. (3) Construct Reliability Test: Cronbach's Alpha: Values for all constructs are > 0.70 (ranging from 0.901 to 0.949). Composite Reliability: Values for all constructs are > 0.60 (ranging from 0.938 to 0.959). *Conclusion:* All constructs exhibit excellent internal consistency, are stable, and are RELIABLE for use in structural model testing. Evaluation of the Structural Model (Inner Model): Customer Satisfaction (Y1): $R^2 = 0.741$ (R^2 adjusted) = 0.737. This means that 73.7% of the variance in Customer Satisfaction can be simultaneously explained by Service Excellence (X1), Price Perception (X2), and Promotion (X3), while the remaining 26.3% is influenced by factors outside the model. This indicates a very strong predictive ability of the

model. Customer Loyalty (Y2): $R^2 = 0.555$ ($R^2_{\text{Adjusted}} = 0.546$). This means that 55.5% of the variance in Customer Loyalty can be explained by the variables in the model, demonstrating a moderate/fairly good predictive capability.

Table 1. Convergent Validity Test Results

Indikator	Outer loadings	Keterangan
X1.1 <- X1	0.892	VALID
X1.2 <- X1	0.880	VALID
X1.3 <- X1	0.899	VALID
X1.4 <- X1	0.905	VALID
X1.5 <- X1	0.892	VALID
X1.6 <- X1	0.886	VALID
X2.1 <- X2	0.900	VALID
X2.2 <- X2	0.887	VALID
X2.3 <- X2	0.897	VALID
X2.4 <- X2	0.904	VALID
X3.1 <- X3	0.935	VALID
X3.2 <- X3	0.943	VALID
X3.3 <- X3	0.948	VALID
Y1.1 <- Y1	0.924	VALID
Y1.2 <- Y1	0.936	VALID
Y1.3 <- Y1	0.926	VALID
Y2.1 <- Y2	0.934	VALID
Y2.2 <- Y2	0.901	VALID
Y2.3 <- Y2	0.906	VALID

Source: Proceed Data, 2026

Table 2. Discriminant Validity Test Results (Cross Loading)

	X1	X2	X3	Y1	Y2
X1.1	0.892	0.648	0.722	0.731	0.612
X1.2	0.88	0.603	0.678	0.681	0.591
X1.3	0.899	0.604	0.661	0.669	0.575
X1.4	0.905	0.616	0.669	0.732	0.565
X1.5	0.892	0.604	0.669	0.713	0.563
X1.6	0.886	0.611	0.698	0.711	0.581
X2.1	0.583	0.9	0.603	0.621	0.501
X2.2	0.602	0.887	0.65	0.649	0.502
X2.3	0.618	0.897	0.583	0.636	0.512
X2.4	0.664	0.904	0.662	0.703	0.548
X3.1	0.711	0.646	0.935	0.755	0.692
X3.2	0.738	0.664	0.943	0.758	0.661
X3.3	0.714	0.66	0.948	0.746	0.62
Y1.1	0.743	0.639	0.755	0.924	0.661
Y1.2	0.72	0.687	0.706	0.936	0.653
Y1.3	0.742	0.703	0.765	0.926	0.654
Y2.1	0.602	0.524	0.653	0.641	0.934
Y2.2	0.584	0.547	0.666	0.644	0.901
Y2.3	0.599	0.506	0.595	0.652	0.906

Source: Proceed Data, 2026

Table 3. Average Variance Extracted Test Results

Variabel	Average variance extracted (AVE)
X1	0.797
X2	0.804
X3	0.888
Y1	0.862
Y2	0.834

Source: *Proceed Data, 2026*

Table 4. Composite Reliability and Cronbach's Alpha Test Results

Variabel	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Keterangan
X1	0.949	0.949	0.959	Reliable
X2	0.919	0.921	0.943	Reliable
X3	0.937	0.937	0.959	Reliable
Y1	0.920	0.920	0.949	Reliable
Y2	0.901	0.901	0.938	Reliable

Source: *Proceed Data, 2026*

Table 5. R-Square (R^2) Test Results

Variabel	R-square	R-square adjusted
Y1	0.741	0.737
Y2	0.555	0.546

Source: *Proceed Data, 2026*

Hypothesis Testing (Bootstrapping)

Hypotheses were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). Table 6 reports the original sample, t-statistics, and p-values for each independent variable and direct/indirect relationships.

Table 6. Hypothesis Testing Results

Hypothesis	Structural Relationship	Original Sample (O)	T Statistics	P Values	Decision
H1	X1 $\rightarrow$ Y1	0.348	5.922	0.000	Accepted
H2	X2 $\rightarrow$ Y1	0.227	4.010	0.000	Accepted
H3	X3 $\rightarrow$ Y1	0.375	6.289	0.000	Accepted
H4	X1 $\rightarrow$ Y2	0.127	1.355	0.176	Rejected
H5	X2 $\rightarrow$ Y2	0.022	0.257	0.797	Rejected
H6	X3 $\rightarrow$ Y2	0.318	3.910	0.000	Accepted
H7	Y1 $\rightarrow$ Y2	0.336	3.989	0.000	Accepted
H8	X1 $\rightarrow$ Y1 $\rightarrow$ Y2	0.117	3.305	0.001	Accepted
H9	X2 $\rightarrow$ Y1 $\rightarrow$ Y2	0.076	2.895	0.004	Accepted
H10	X3 $\rightarrow$ Y1 $\rightarrow$ Y2	0.126	3.120	0.002	Accepted

Source: *Proceed Data, 2026*

Table 6 presents the hypothesis testing results for direct and indirect effects on Y2, where two relationships are rejected and eight relationships are accepted

1. The Effect of Service Excellence (X1) on Customer Satisfaction (Y1):
The test results show that Service Excellence (X1) has a path coefficient (Original Sample) of 0.348 with a t-statistic of 5.922 and a p-value of 0.000. A p-value less than 0.05 indicates that Service Excellence (X1) significantly affects Customer Satisfaction (Y1).
2. The Effect of Price Perception (X2) on Customer Satisfaction (Y1):
The test results show that Price Perception (X2) has a path coefficient (Original Sample) of 0.227 with a t-statistic of 4.010 and a p-value of 0.000. A p-value less than 0.05 indicates that Price Perception (X2) significantly affects Customer Satisfaction (Y1).
3. The Effect of Promotion (X3) on Customer Satisfaction (Y1):
The test results show that Promotion (X3) has a path coefficient (Original Sample) of 0.375 with a t-statistic of 6.289 and a p-value of 0.000. A p-value less than 0.05 indicates that Promotion (X3) significantly affects Customer Satisfaction (Y1).
4. The Effect of Service Excellence (X1) on Customer Loyalty (Y2):
The test results show that X1 has a path coefficient (Original Sample) of 0.127 with a t-statistic of 1.355 and a p-value of 0.176. A p-value greater than 0.05 indicates that Service Excellence (X1) does not have a significant effect on Customer Loyalty (Y2).
5. The Effect of Price Perception (X2) on Customer Loyalty (Y2):
The test results show that Price Perception (X2) has a path coefficient (Original Sample) of 0.022 with a t-statistic of 0.257 and a p-value of 0.797. A p-value greater than 0.05 indicates that X2 does not have a significant effect on Customer Loyalty (Y2).
6. The Effect of Promotion (X3) on Customer Loyalty (Y2):
The test results show that Promotion (X3) has a path coefficient (Original Sample) of 0.318 with a t-statistic of 3.910 and a p-value of 0.000. A p-value less than 0.05 indicates that Promotion (X3) significantly affects Customer Loyalty (Y2).
7. The Effect of Customer Satisfaction (Y1) on Customer Loyalty (Y2):
The test results show that Customer Satisfaction (Y1) has a path coefficient (Original Sample) of 0.336 with a t-statistic of 3.989 and a p-value of 0.000. A p-value less than 0.05 indicates that Customer Satisfaction (Y1) significantly affects Customer Loyalty (Y2).
8. The Mediating Role of Customer Satisfaction (Y1) in the Effect of Service Excellence (X1) on Customer Loyalty (Y2):
The indirect effect test results show that the effect of Service Excellence (X1) on Customer Loyalty (Y2) is mediated by Customer Satisfaction (Y1), with a coefficient of 0.117, a t-statistic of 3.305, and a p-value of 0.001. This value meets the significance criterion ($p < 0.05$), proving that Customer Satisfaction (Y1) significantly mediates the relationship between Service Excellence (X1) and Customer Loyalty (Y2).
9. The Mediating Role of Customer Satisfaction (Y1) in the Effect of Price Perception (X2) on Customer Loyalty (Y2):
The indirect effect test results show that the effect of X2 on Customer Loyalty (Y2) is mediated by Customer Satisfaction (Y1), with a coefficient of 0.076, a t-statistic of 2.895, and a p-value of 0.004. This value meets the significance criterion ($p < 0.05$),

proving that Customer Satisfaction (Y1) significantly mediates the relationship between X2 and Customer Loyalty (Y2).

10. The Mediating Role of Customer Satisfaction (Y1) in the Effect of Promotion (X3) on Customer Loyalty (Y2):

The indirect effect test results show that the effect of X3 on Customer Loyalty (Y2) is mediated by Customer Satisfaction (Y1), with a coefficient of 0.126, a t-statistic of 3.120, and a p-value of 0.002. This value meets the significance criterion ($p < 0.05$), proving that Customer Satisfaction (Y1) significantly mediates the relationship between X3 and Customer Loyalty (Y2).

All independent variables were proven to have a positive and significant direct effect on Customer Satisfaction ($p < 0.05$). Specifically, Service Excellence (X1 has a direct effect on Y1) yielded a path coefficient of 0.348 ($t = 5.922$, $p = 0.000$), indicating that responsive, friendly, and solution-oriented service fosters high emotional satisfaction. Price Perception (X2 has a direct effect on Y1) demonstrated a path coefficient of 0.227 ($t = 4.010$, $p = 0.000$), showing that fair, transparent, and competitive pricing creates satisfaction based on value for money. Promotion (X3 has a direct effect on Y1) recorded a path coefficient of 0.375 ($t = 6.289$, $p = 0.000$), proving to be the most dominant contributor to driving satisfaction by providing direct economic benefits.

An interesting phenomenon occurred in the second structural model, where not all variables exerted a significant direct effect. Service Excellence (X1 does not directly affect Y2) yielded a path coefficient of 0.127 ($t = 1.355$, $p = 0.176$), which is insignificant; excellent service is perceived as a baseline expectation (must-have) and thus does not automatically foster customer loyalty without prior satisfaction. Price Perception (does not directly affect Y2) showed a path coefficient of 0.022 ($t = 0.257$, $p = 0.797$), which is also insignificant, suggesting that affordable pricing alone is insufficient to secure long-term commitment. Conversely, Promotion (X3 has a direct effect on Y2) demonstrated a significant direct effect with a path coefficient of 0.318 ($t = 3.910$, $p = 0.000$), proving that continuous promotional programs (discounts, cashbacks, loyalty programs) serve as the primary driver in preventing churn. Regarding the relationship between Customer Satisfaction and Customer Loyalty (H7), Y1 has a direct effect on Y2 was significant with a path coefficient of 0.336 ($t = 3.989$, $p = 0.000$), confirming that post-purchase satisfaction consistently builds trust and emotional attachment, driving repeat orders and positive word-of-mouth.

Furthermore, Customer Satisfaction (Y1) was statistically proven to significantly mediate all indirect relationships. For X1 has a direct effect on Y1 and Y2 (H8), the indirect path coefficient was 0.117 ($t = 3.305$, $p = 0.001$), demonstrating Full Mediation where service excellence must satisfy customers first before converting into loyalty. For X2 has a direct effect on Y1 and Y2 (H9), the indirect path coefficient was 0.076 ($t = 2.895$, $p = 0.004$), also establishing Full Mediation, where satisfaction serves as a mechanism that transforms rational price perception into emotional loyalty. Finally, for X3 has a direct effect on Y1 has a direct effect on Y2 (H_10), the indirect path coefficient was 0.126 ($t = 3.120$, $p = 0.002$), indicating Partial Mediation; while promotion directly drives loyalty, its impact is substantially magnified when coupled with a satisfying transactional experience.

4. CONCLUSION

Service Excellence (X1) has a positive and significant direct effect. Responsive, friendly, and solution-oriented service fosters emotional satisfaction. Price Perception (X2) exerts a positive and significant direct effect, where the alignment of costs and benefits (value for money) serves as the key to satisfaction. Promotion (X3) has a positive and significant direct effect, while also acting as the most dominant factor in shaping satisfaction through instant economic gains. Meanwhile, Service Excellence (X1) does not have a significant direct effect. Excellent service is regarded as a baseline requirement (must-have) rather than a primary driver of loyalty. Price Perception (X2) does not exert a significant direct effect, as static pricing factors alone are insufficient to secure long-term commitment. Promotion (X3) has a positive and significant direct effect, with continuous incentive programs (discounts, cashbacks, membership) serving as the main driver of user retention.

Customer Satisfaction (Y1) demonstrates a positive and significant direct effect, as consistent satisfaction fosters trust and triggers repeat orders. Furthermore, Customer Satisfaction (Y1) fully mediates the relationships between X1 exerts a positive and significant direct effect Y2 and X2 exerts a positive and significant direct effect Y2. Service excellence and price perception must satisfy customers first before they can foster loyalty. Finally, Customer Satisfaction (Y1) partially mediates the relationship between X3 exerts a positive and significant direct effect Y2. Promotional strategies can directly trigger loyalty, but their impact becomes significantly stronger when reinforced by a satisfying transactional experience.

5. RESEARCH LIMITATIONS

This study contains several inherent research limitations, beginning with its spatial scope being restricted exclusively to Magetan Regency as a tier-3 suburban area, which limits the absolute generalizability of the findings to major metropolitan cities with distinct socio-economic profiles. Additionally, the deployment of non-probability sampling introduces potential representation bias, as the collected sample was predominantly composed of younger demographics and geographically concentrated around urban Magetan. Finally, the statistical model indicates the presence of unexamined residual variables outside the structural design, suggesting that factors such as application system stability, local competitor dynamics from alternative application platforms, and emotional brand attachment continue to influence customer loyalty.

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